

Wardley Maps

Damon Skelhorn

 @damonsk

 linkedin.com/in/skels

 OnlineWardleyMaps.com

A visual method of
exploring, determining and
communicating strategy.

Simon Wardley

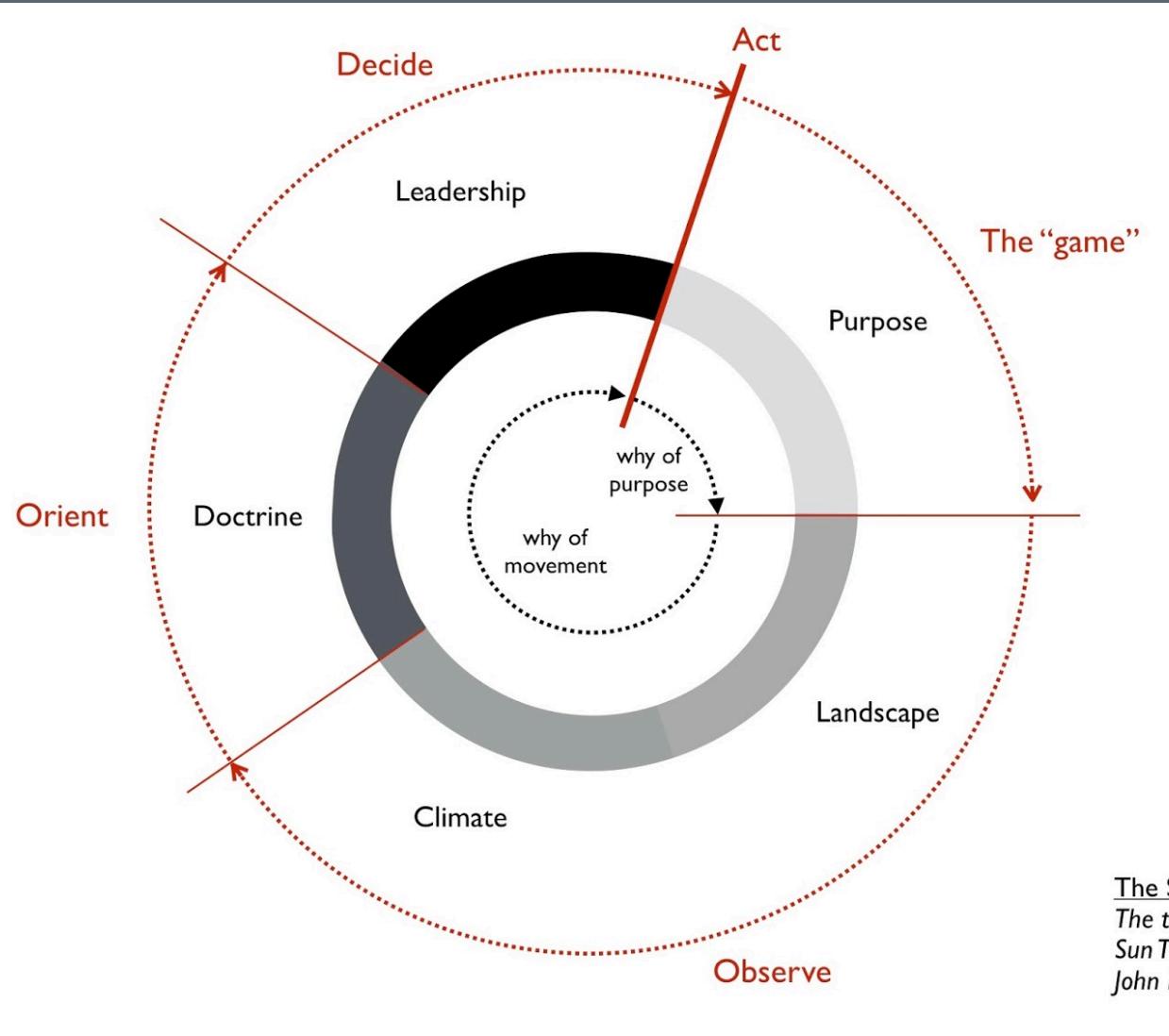
A confused CEO struggling to cope with change



Strategy is more akin to
story telling, copying
others and gut feel.

There is a lot more to strategy

- anticipation of change
- competitor moves
- inertia
- constraints
- misdirection

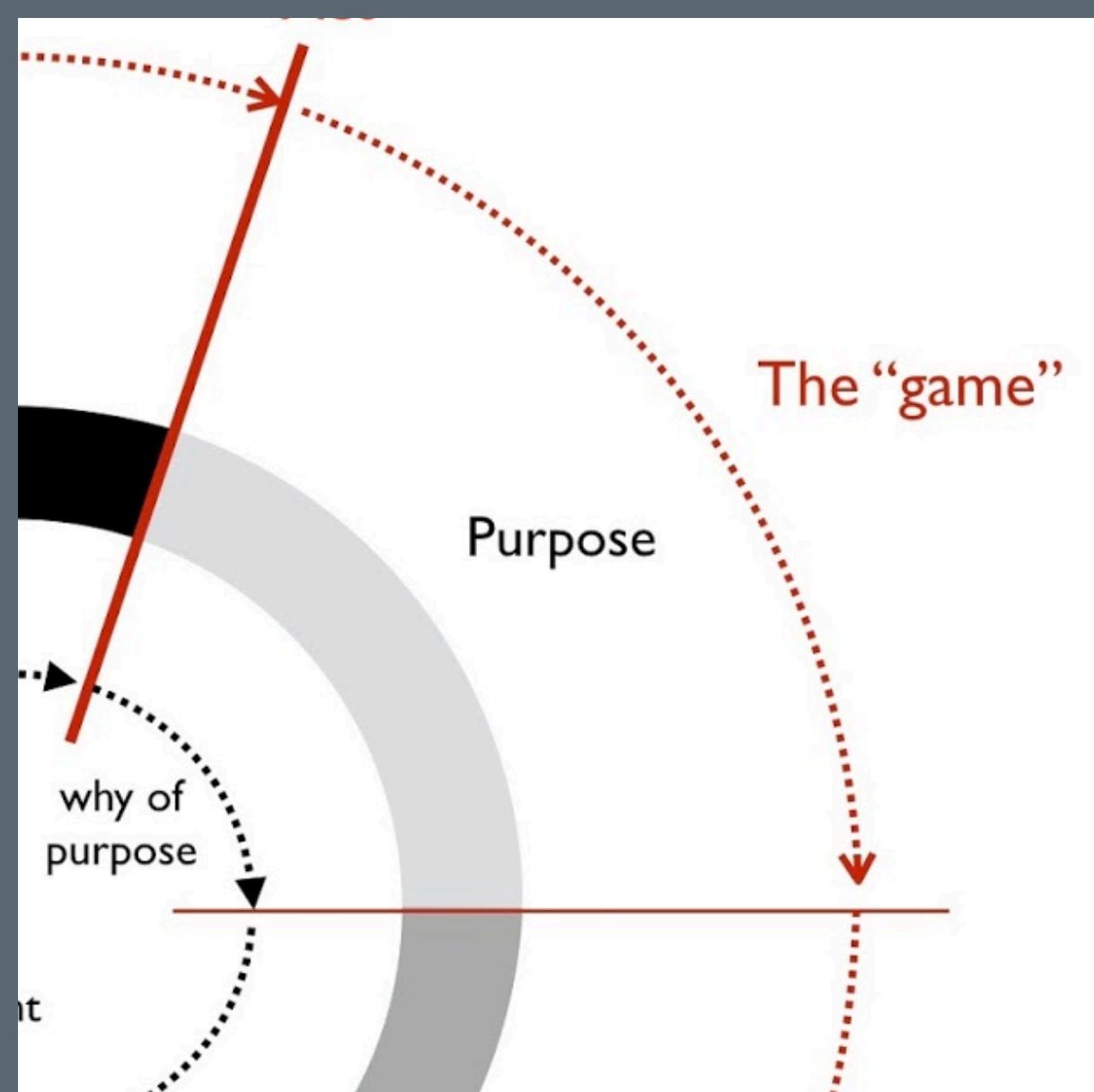


Strategy Cycle

Sun Tzu's Five Factors

John Boyd's OODA loop

The two Whys of strategy



What and why

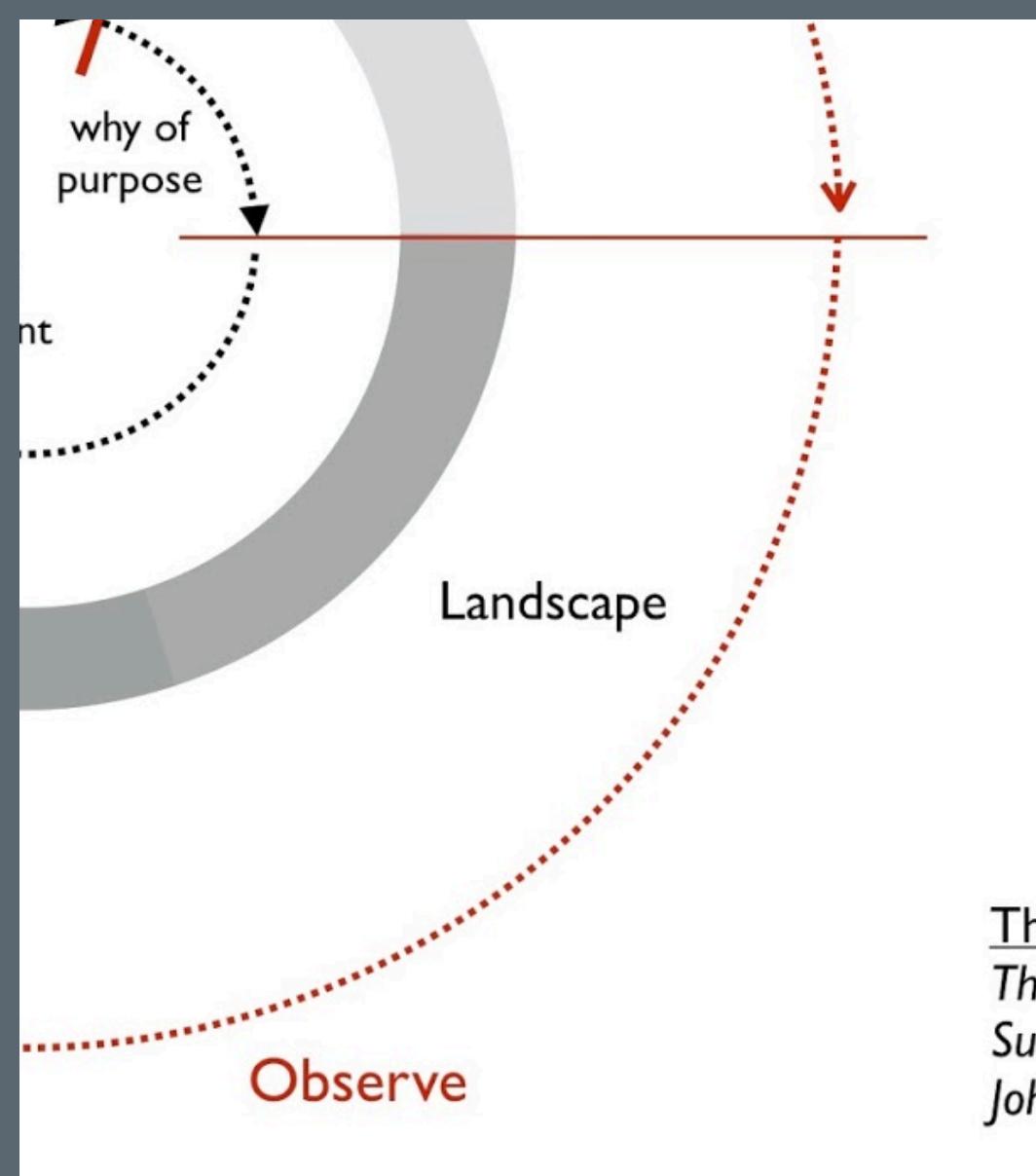
Purpose

Example - Camp Fire Coffee Shop



MADE WITH

beautiful.ai



Environment you operate in

Its features

Their position

Any obstacles

Context specific

Landscape

What makes up a Wardley Map

Users

Who consumes the value you produce

Needs

What do they need?

Prerequisites

What is required to meet those needs

Dependencies

Which prerequisites depend on other prerequisites

Evolution

How it manifests in the real world



Customers

Who are
the users

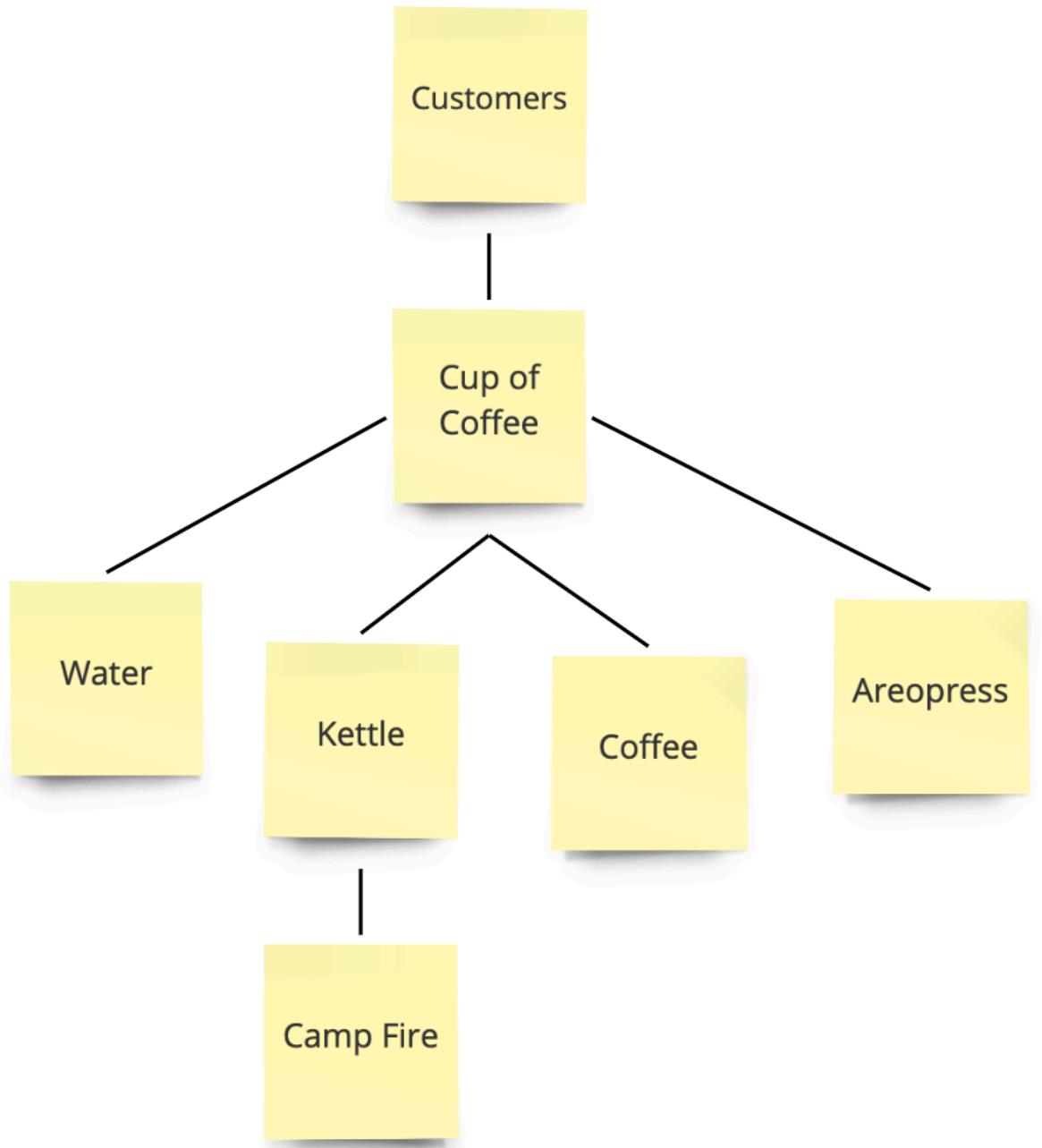
Customers

Cup of
Coffee

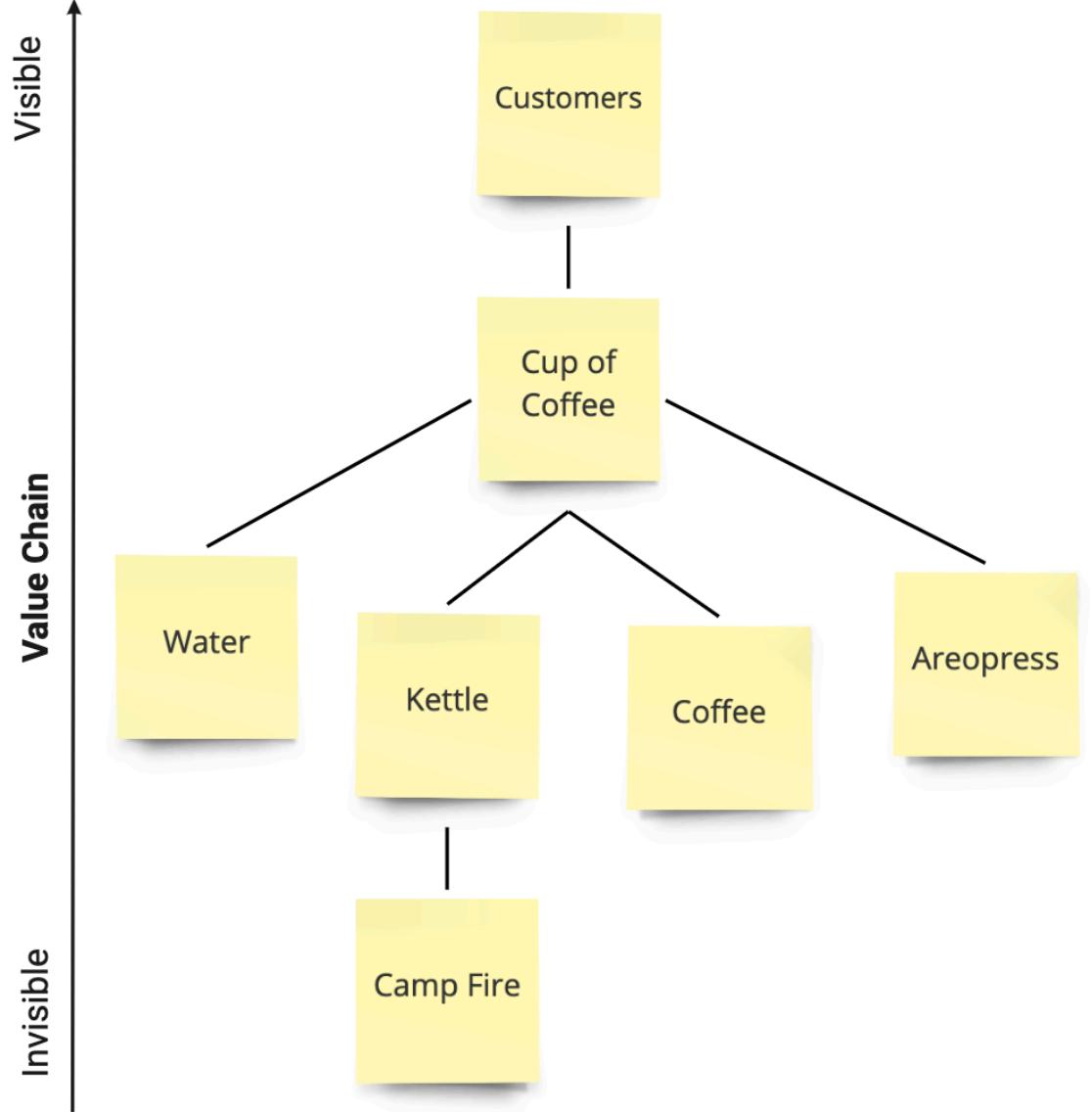
What are
their needs?



What's needed
to meet
those needs

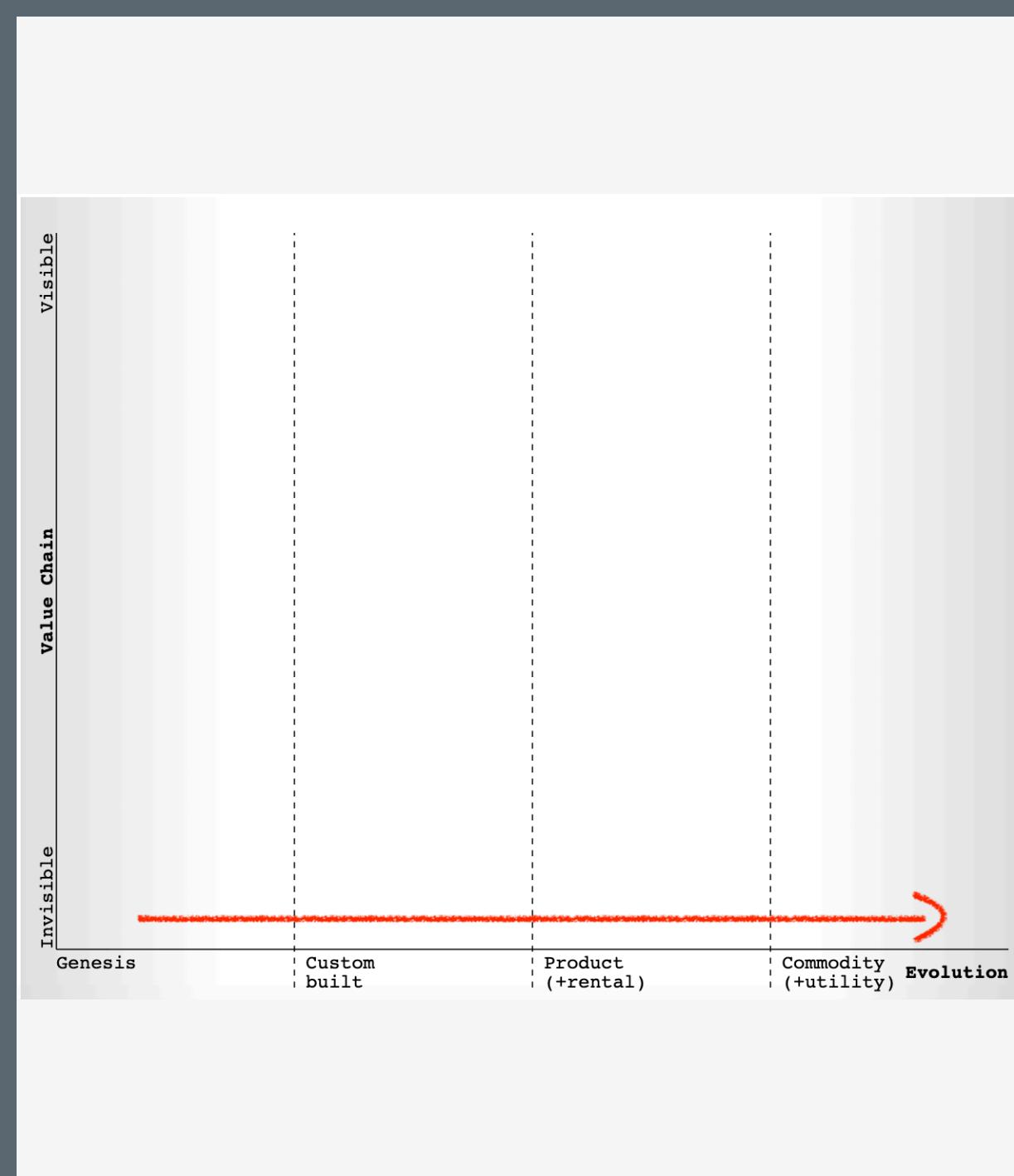


Dependencies Value Chain



Y-Axis Visibility

Things higher up are more visible whilst the things lower are less visible to the user

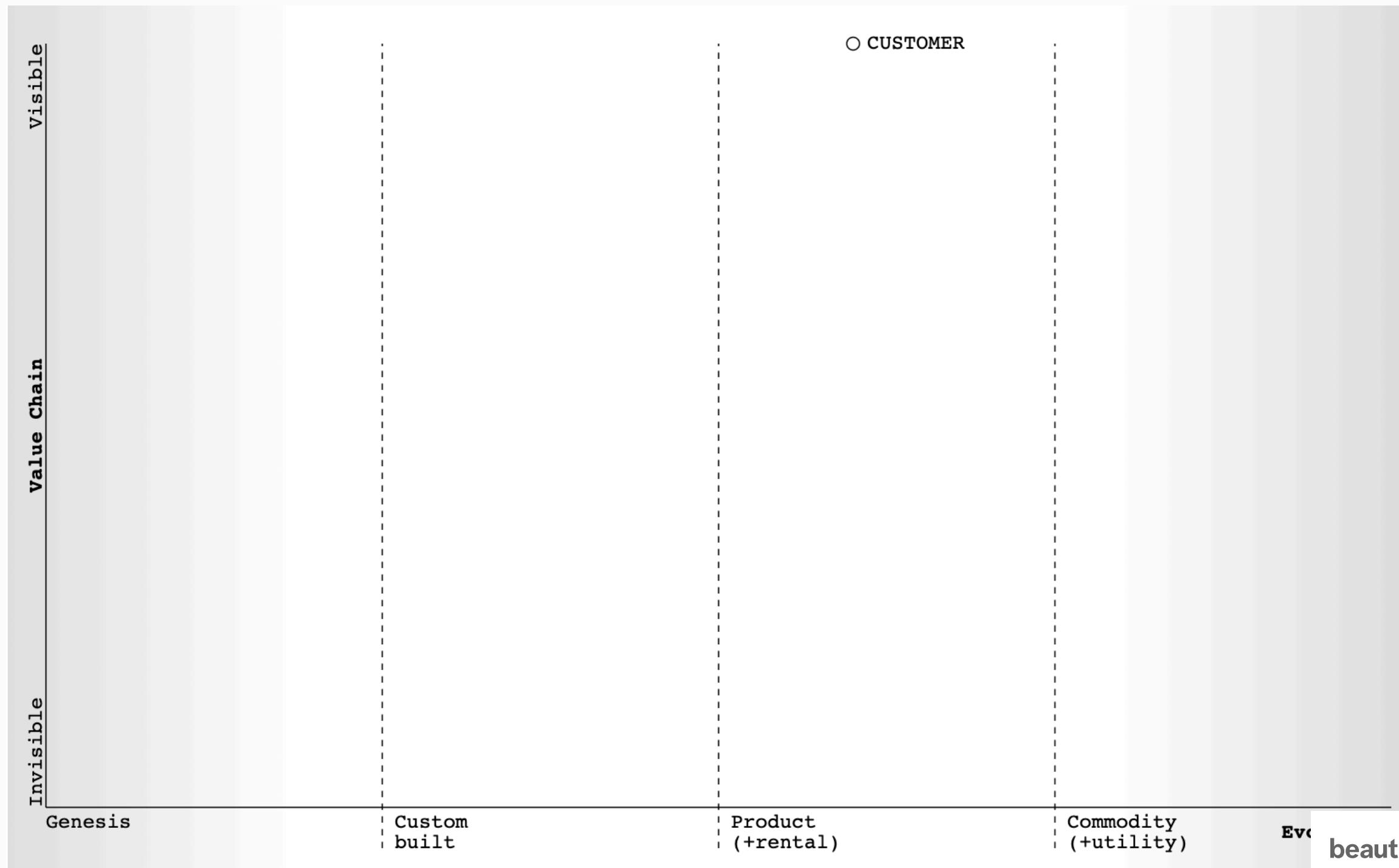


X-Axis Evolution

Based on its characteristics
How a thing manifests in the real world

X-Axis - Stages of Evolution

	Genesis	Custom Built	Product (+rental)	Commodity (+utility)
Ubiquity	Rare	Slowly increasing consumption	Rapidly increasing consumption	Widespread and stabilising
Certainty	Poorly understood	Rapid increases in learning	Rapid increases in use / fit for purpose	Commonly understood (in terms of use)
Failure	High / tolerated / assumed	Moderate / unsurprising but disappointed	Not tolerated, focus on constant improvement	Operational efficiency and surprised by failure



Invisible
Visible

Value Chain

Invisible

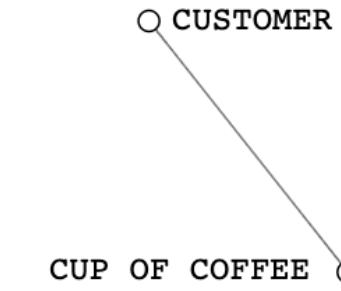
Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

Evo



MADE WITH

beautiful.ai

Visible

Value Chain

Invisible

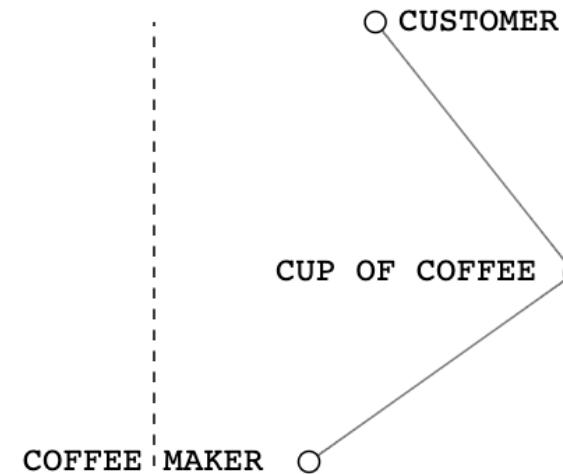
Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

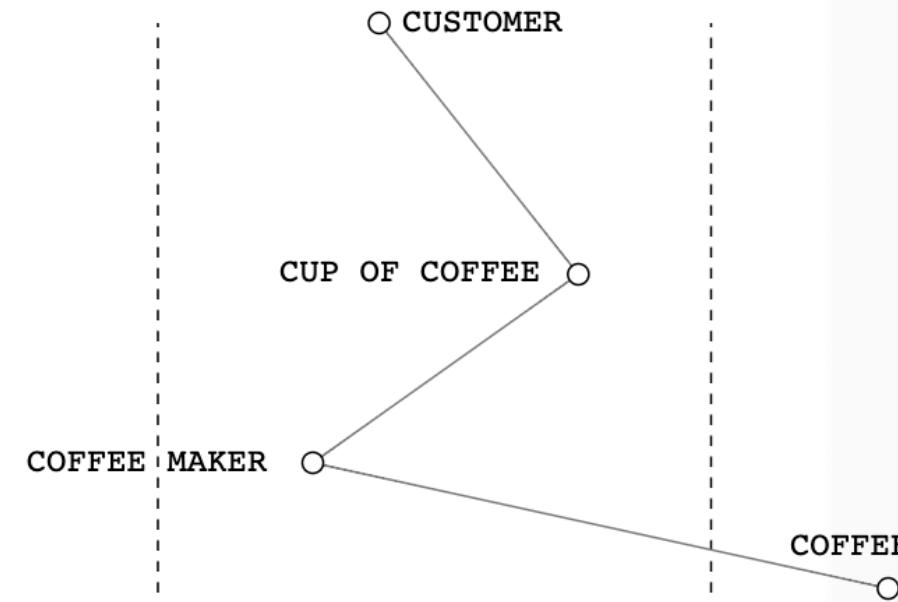
Evo



MADE WITH

beautiful.ai

Invisible
Value Chain
Visible



Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

Evo

MADE WITH

beautiful.ai

Visible

Value Chain

Invisible

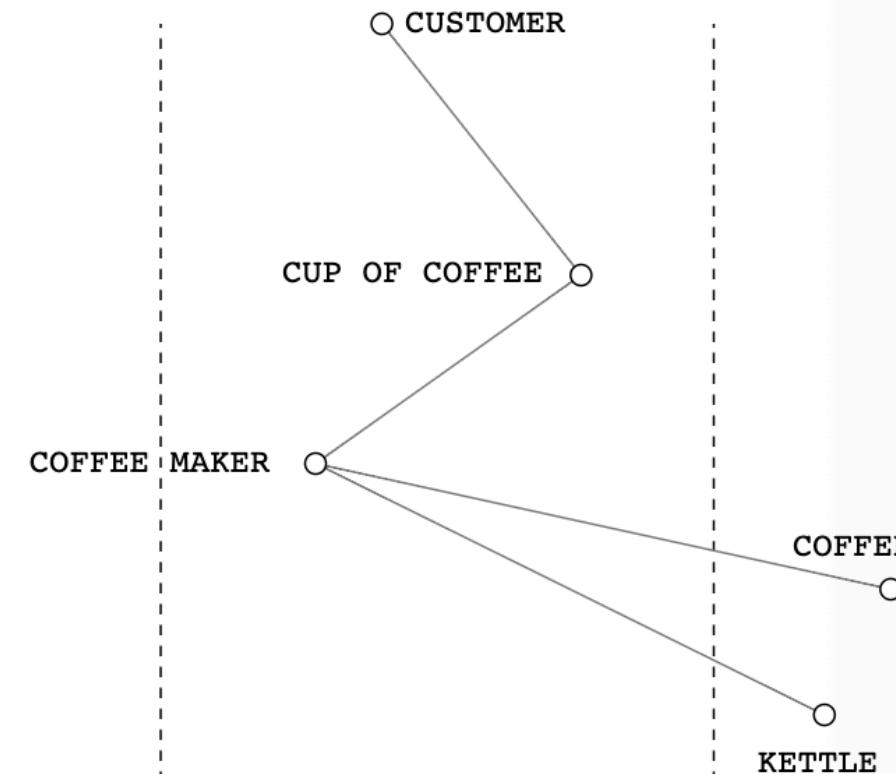
Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

Evo



MADE WITH

beautiful.ai

Visible

Value Chain

Invisible

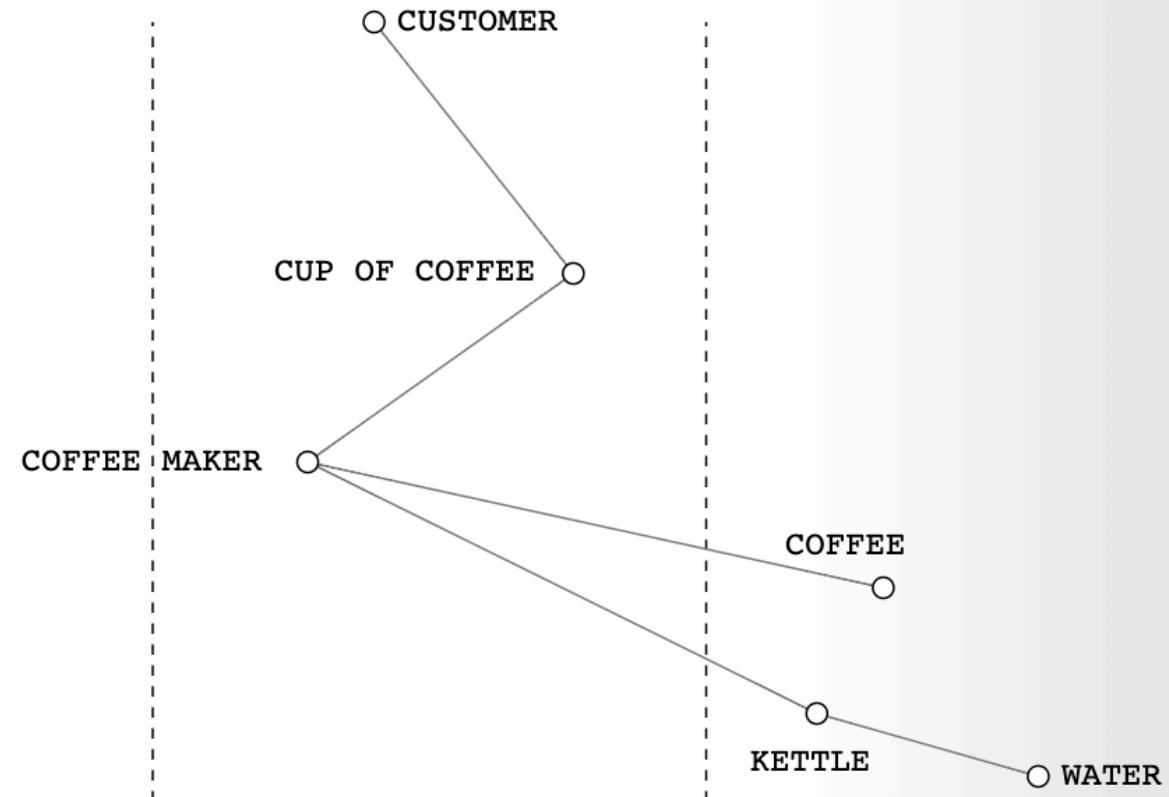
Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

Evo



MADE WITH

beautiful.ai

Visible

Value Chain

Invisible

Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

Evo

CAMP FIRE

COFFEE MAKER

CUP OF COFFEE

CUSTOMER

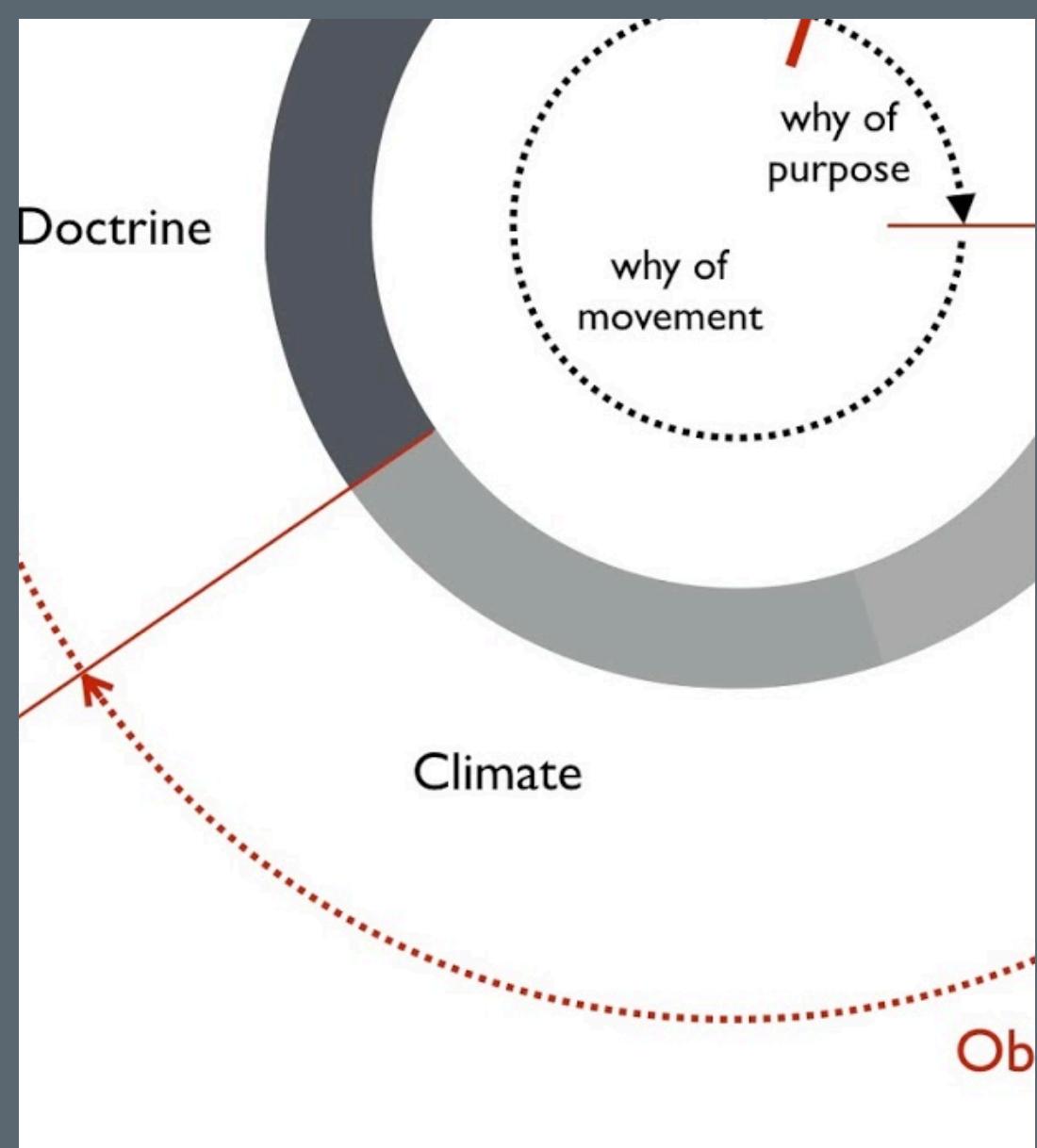
COFFEE

KETTLE

WATER

MADE WITH

beautiful.ai



Forces that
act upon the
environment

Includes competitor actions

The rules of the game

Climate

Climate

Efficiency enables innovation

Increased stability increases agility

Higher order systems create new sources of worth

Capital flows to new areas of value

No choice over evolution

Creative Destruction

Success breeds inertia

Inertia increases the more successful the past model is.

Inertia kills

Not everything is random

Economy has cycles

175 different forms of disruption
(anticipatable vs unpredictable)

Competitors actions will change the game

Most competitors have poor situational awareness

Change is not always linear

Shifts from product to utility tend to

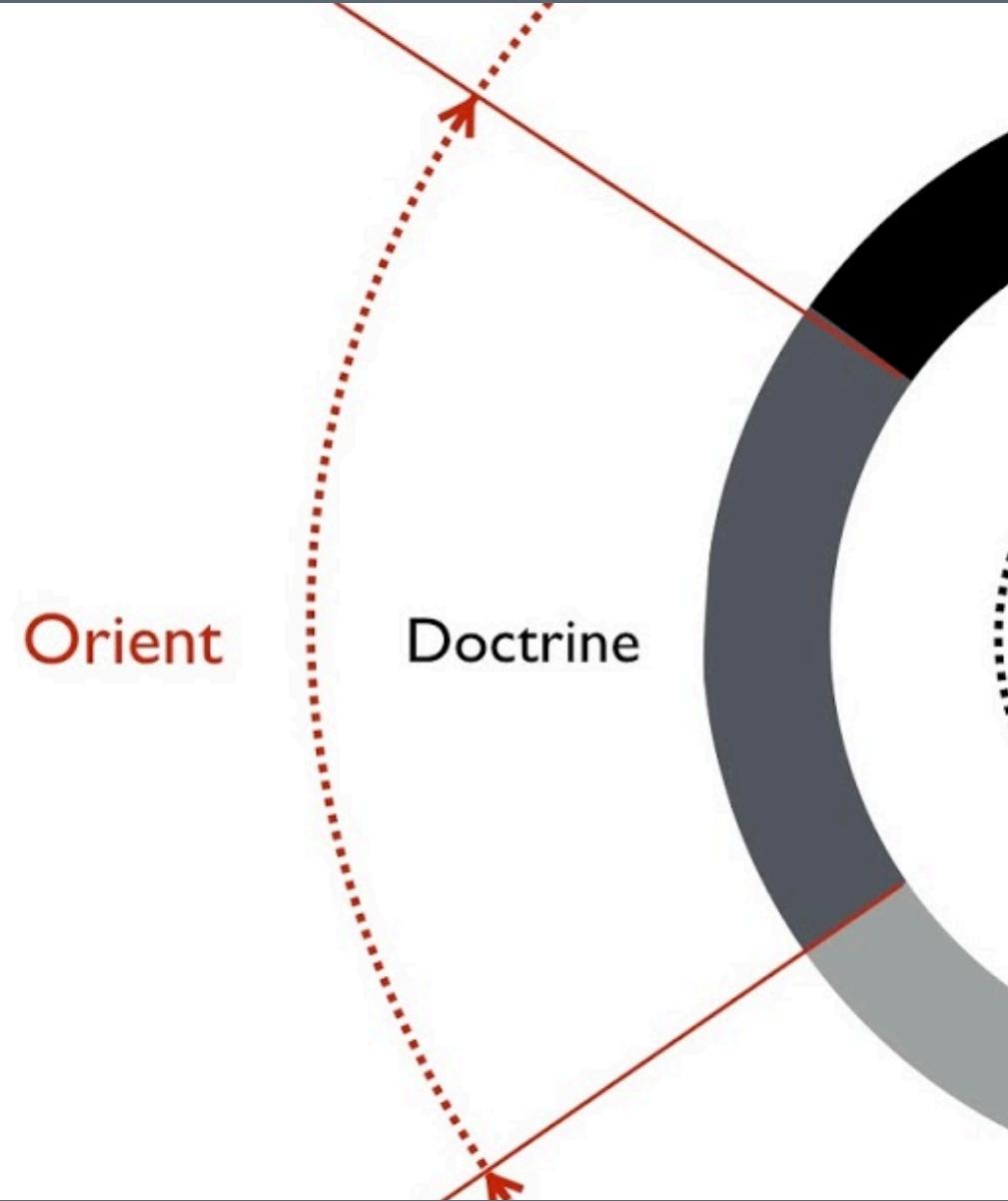
A “bump” (= point of induction)

The more success we have with something
the more resistance and bias we have against it
changing



MADE WITH

beautiful.ai



The standard ways of operating

Training of your people

Universal principles

Techniques can always apply

Doctrine

Doctrine

ardley's Doctrine (universally useful patterns that a user can apply regardless of context)

arent
ards open)

users
shareholders,
staff)

te methods
(lean vs six sigma)

ate tools
(financial models)

ertia
(justice, political
s investment)

ith less
rovement)

Focus on high situational awareness (*understand what is being constructed*)

Focus on user needs

Focus on the outcome not a contract (*user worth based development*)

Optimise flow (*remove bottlenecks*)

Set exceptional standards (*great is just not good enough*)

Use a common language (*necessary for collaboration*)

Think fast, inexpensive, restrained and elegant (FIRE, formerly FIST)

Be pragmatic (*it doesn't matter if the cat is black or white as long as it catches mice*)

Think small (*as in know the details*)

Manage failure

Challenge assumptions (*speak up and question*)

Remove bias and duplication

Use standards where appropriate

Effectiveness over efficiency

Visible

Value Chain

Invisible

Genesis

Custom
built

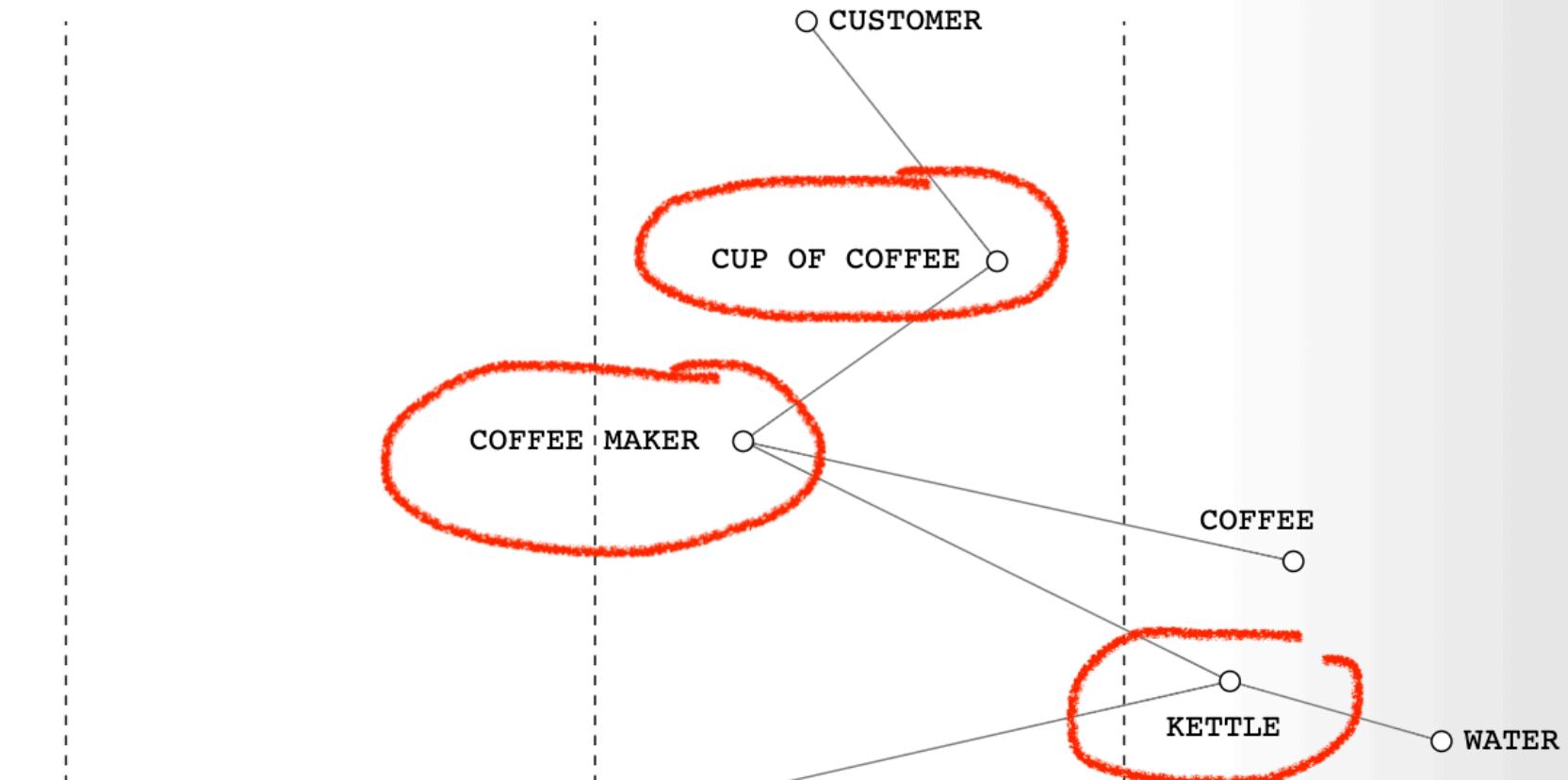
Product
(+rental)

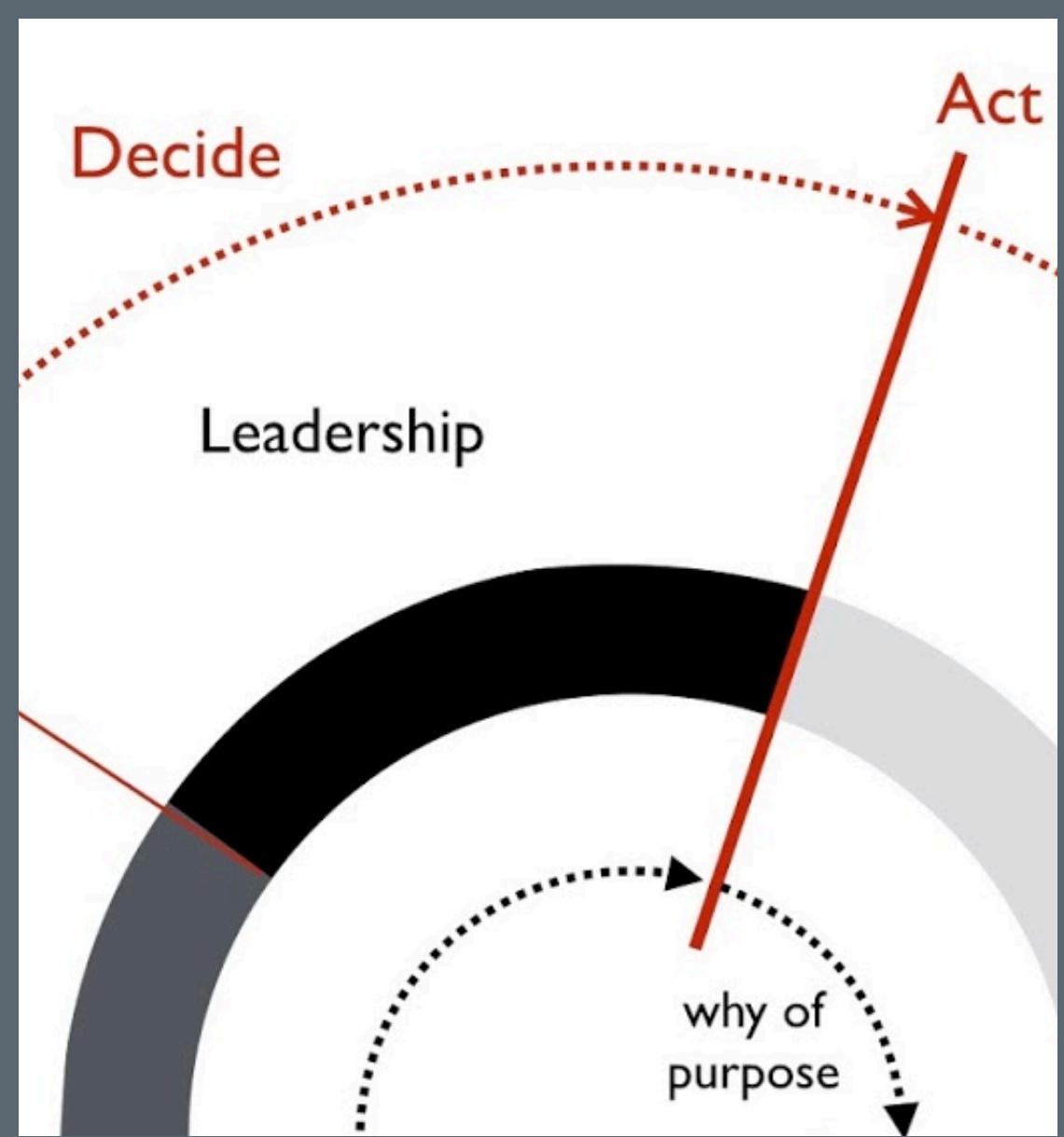
Commodity
(+utility)

E+

MADE WITH

beautiful.ai





Your strategy

“the battle at hand”

It's context specific

taking into consideration

- your purpose
- the landscape
- the climate
- your capabilities

Leadership

Visible

Value Chain

Invisible

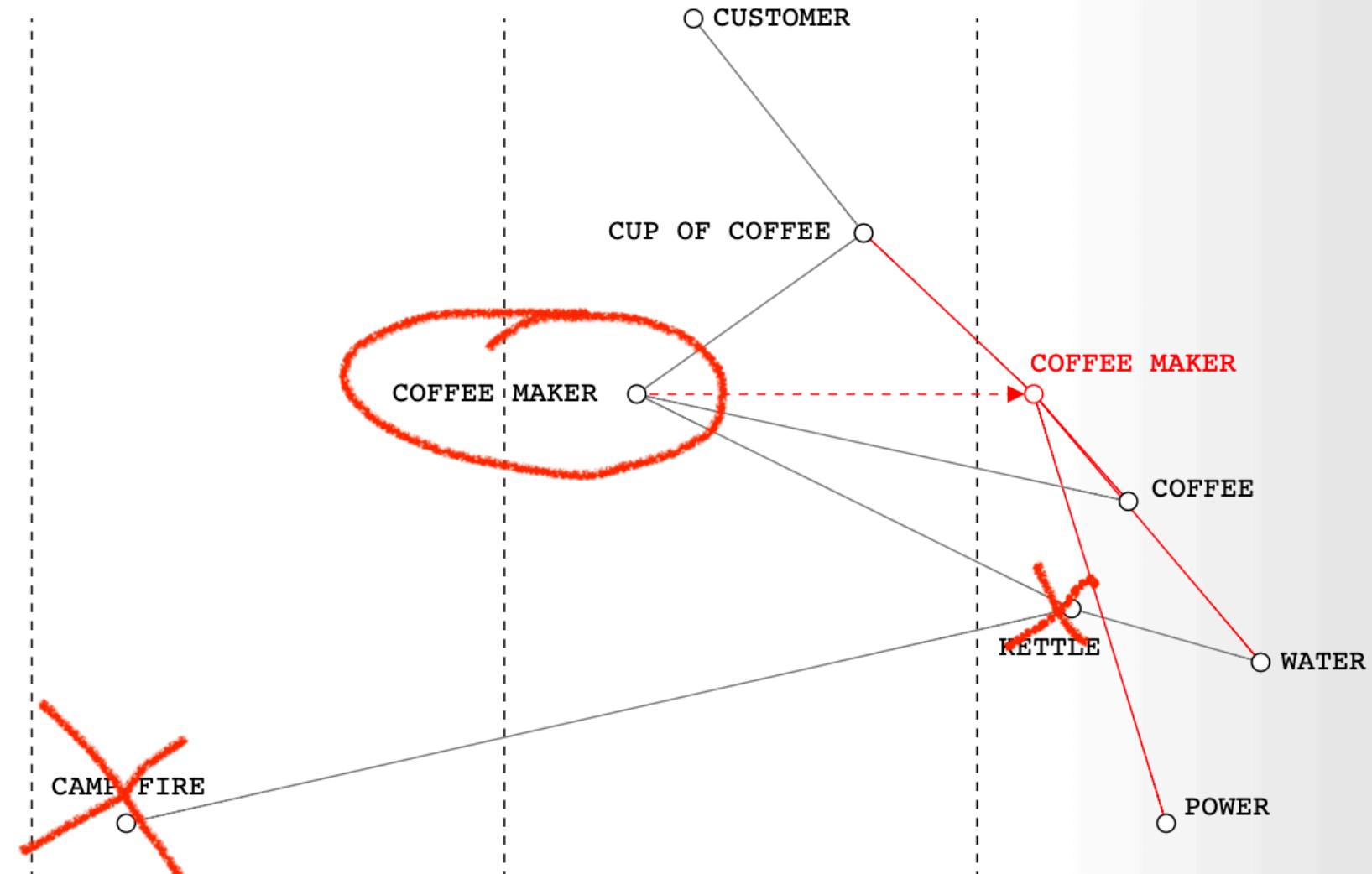
Genesis

Custom
built

Product
(+rental)

Commodity
(+utility)

E



MADE WITH
beautiful.ai

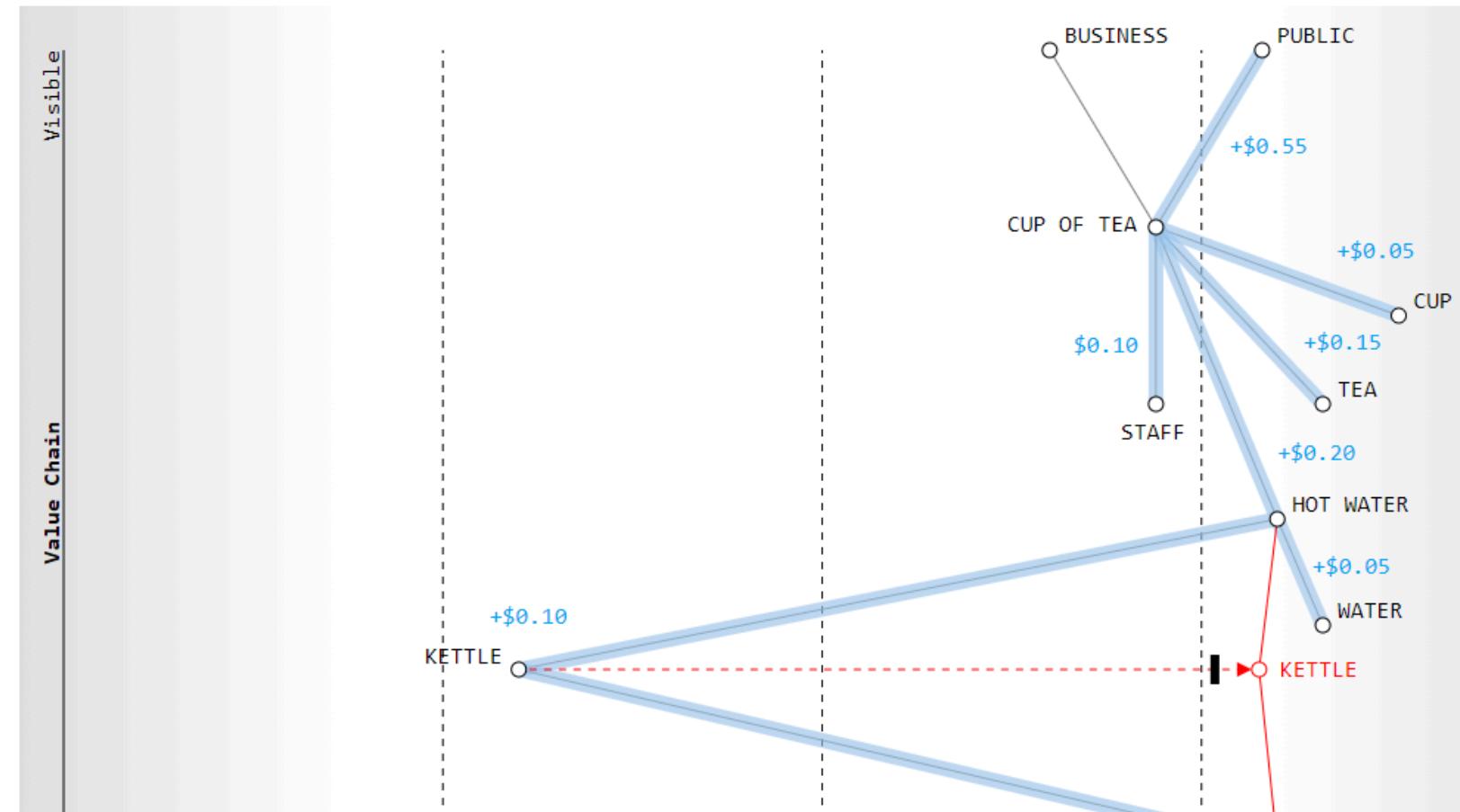
Your Map URL <http://onlinewardleymaps.com/#H7hDLaZx0T9lfT0Fdc>

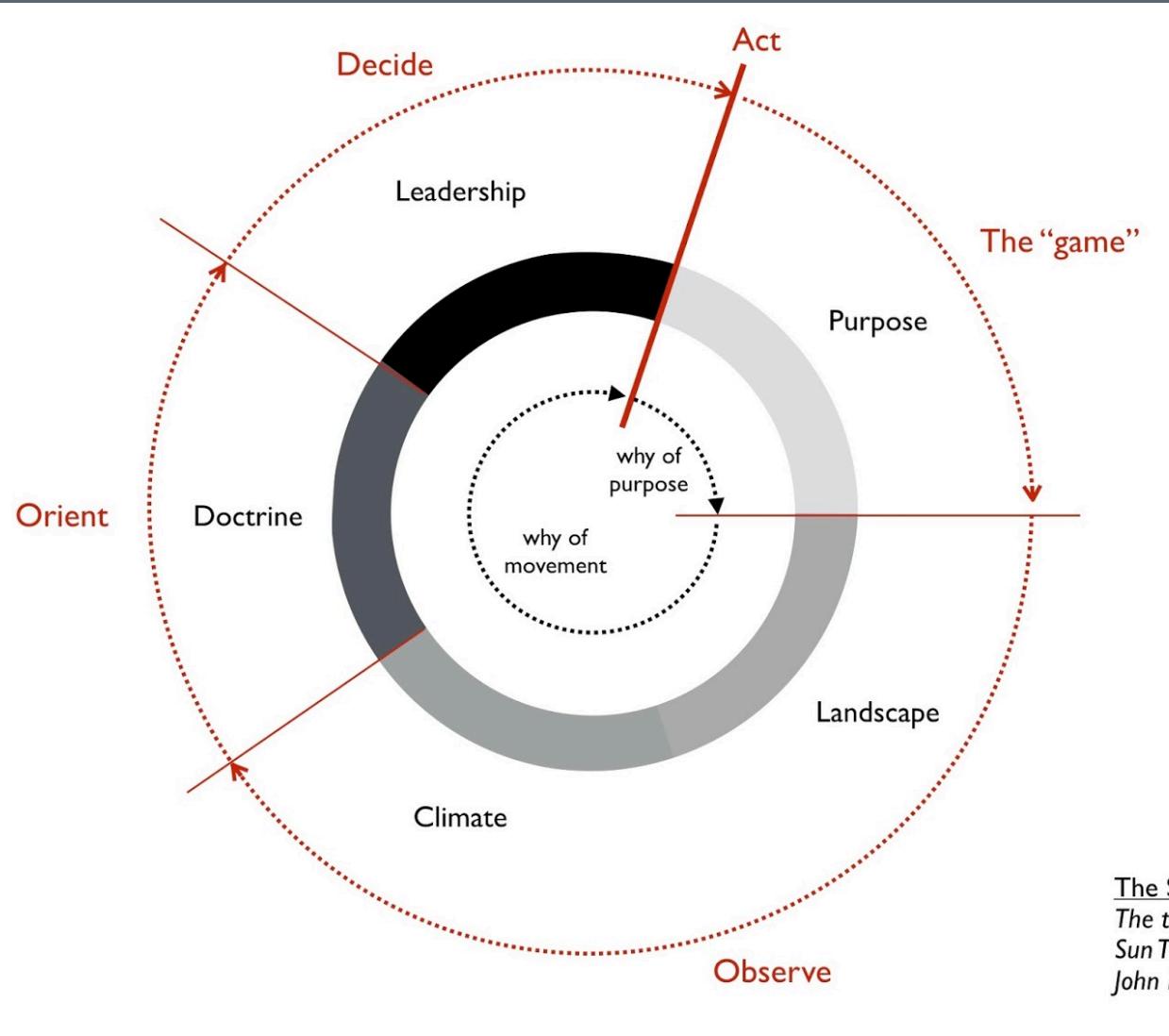
 Tweet

```
title Tea Shop
component Business [1, 0.65]
component Public [1, 0.79]
component Cup of Tea [0.8, 0.72]
component Cup [0.7, 0.88]
component Tea [0.6, 0.83]
component Hot Water [0.47, 0.8]
component Water [0.35, 0.83]
component Kettle [0.3, 0.3] evolve 0.788 inertia
component Staff [0.6, 0.72]
component Power [0.1, 0.8]
Business->Cup of Tea
Public+'+$0.55'<>Cup of Tea
Cup of Tea+'+$0.05'<>Cup
Cup of Tea+'+$0.15'<>Tea
Cup of Tea+'+$0.20'<>Hot Water
Cup of Tea+'$0.10'<>Staff
Hot Water+'+$0.05'<>Water
Hot Water+'+$0.10'<>Kettle
Kettle+'+$0.05'<>Power

style wardley|
```

Tea Shop





Strategy Cycle

Sun Tzu's Five Factors

John Boyd's OODA loop

The two Whys of strategy

The S
The tw
Sun Tz
John B

Resources

- OnlineWardleyMaps.com
A tool to create Wardley Maps from text.
- evovle.hiredthought.com
Wardley Maps Cheat Sheets
- medium.com/wardleymaps
Wardley Maps book from Simon
- twitter.com/swardley
Simon Wardley twitter.

Questions